

U.S. Department of Justice

Washington, DC 20530

**Exhibit A to Registration Statement****Pursuant to the Foreign Agents Registration Act of 1938, as amended**

**INSTRUCTIONS.** Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently. The filing of this document requires the payment of a filing fee as set forth in Rule (d)(1), 28 C.F.R. § 5.5(d)(1). Compliance is accomplished by filing an electronic Exhibit A form at <http://www.fara.gov>.

**Privacy Act Statement.** The filing of this document is required by the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide this information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, DC. Statements are also available online at the Registration Unit's webpage: <http://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: <http://www.fara.gov>.

**Public Reporting Burden.** Public reporting burden for this collection of information is estimated to average .49 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Counterespionage Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

<b>1. Name and Address of Registrant</b>  Development Counsellors International, Ltd.	<b>2. Registration No.</b>  4777
<b>3. Name of Foreign Principal</b> Netherlands Foreign Investment Agency	<b>4. Principal Address of Foreign Principal</b> Prinses Beatrixlaan 2 2595 AL The Hague THE NETHERLANDS

**5. Indicate whether your foreign principal is one of the following:**

☒ Government of a foreign country<sup>1</sup>

☐ Foreign political party

☐ Foreign or domestic organization: If either, check one of the following:

<input type="checkbox"/> Partnership	<input type="checkbox"/> Committee
<input type="checkbox"/> Corporation	<input type="checkbox"/> Voluntary group
<input type="checkbox"/> Association	<input type="checkbox"/> Other (specify) _____

☐ Individual-State nationality \_\_\_\_\_

**6. If the foreign principal is a foreign government, state:**

a) Branch or agency represented by the registrant  
     Dutch Ministry of Economic Affairs

b) Name and title of official with whom registrant deals  
     Jan-Emile van Rossum

**7. If the foreign principal is a foreign political party, state:**

a) Principal address

b) Name and title of official with whom registrant deals

c) Principal aim

<sup>1</sup> "Government of a foreign country," as defined in Section 1(e) of the Act, includes any person or group of persons exercising sovereign de facto or de jure political jurisdiction over any country, other than the United States, or over any part of such country, and includes any subdivision of any such group and any group or agency to which such sovereign de facto or de jure authority or functions are directly or indirectly delegated. Such term shall include any faction or body of insurgents within a country assuming to exercise governmental authority whether such faction or body of insurgents has or has not been recognized by the United States.

8. If the foreign principal is not a foreign government or a foreign political party:

a) State the nature of the business or activity of this foreign principal.

b) Is this foreign principal:

Supervised by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Owned by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Directed by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Controlled by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Financed by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Subsidized in part by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

9. Explain fully all items answered "Yes" in Item 8(b). *(If additional space is needed, a full insert page must be used.)*

10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

#### EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit A to the registration statement and that he/she is familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date of Exhibit A	Name and Title	Signature
April 30, 2015	Carrie Nepo, CFO	/s/ Carrie Nepo eSigned

U.S. Department of Justice

Washington, DC 20530

**Exhibit B to Registration Statement****Pursuant to the Foreign Agents Registration Act of 1938, as amended**

**INSTRUCTIONS.** A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements, or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. Compliance is accomplished by filing an electronic Exhibit B form at <http://www.fara.gov>.

**Privacy Act Statement.** The filing of this document is required for the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide the information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, DC. Statements are also available online at the Registration Unit's webpage: <http://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: <http://www.fara.gov>.

**Public Reporting Burden.** Public reporting burden for this collection of information is estimated to average .33 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Counterespionage Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant

Development Counsellors International, Ltd.

2. Registration No.

4777

3. Name of Foreign Principal

Netherlands Foreign Investment Agency

Check Appropriate Box:

4. ☒ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.
5. ☐ There is no formal written contract between the registrant and the foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach a copy of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
6. ☐ The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and expenses, if any, to be received.
7. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Development Counsellors International (DCI) will work with the Netherlands Foreign Investment Agency (NFIA) to promote the Netherlands as a strategic European investment location through an integrated marketing program in The United States.

8. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

See attached Contract for details of the agreement.

9. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act and in the footnote below? Yes ☐ No ☒

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

### EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit B to the registration statement and that he/she is familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date of Exhibit B	Name and Title	Signature
April 30, 2015	Carrie Nepo, CFO	/s/ Carrie Nepo eSigned

Footnote: "Political activity," as defined in Section 1(o) of the Act, means any activity which the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.



DEVELOPMENT COUNSELLORS INTERNATIONAL

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10th Floor  
New York, NY 10003

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www.aboutdci.com

February 5, 2015

TO: Jan-Emile van Rossum, Executive Director  
Netherlands Foreign Investment Agency

FROM: Daniel Y. Curren, Senior Vice President  
Development Counsellors International (DCI)

RE: Letter of Agreement for an Integrated Marketing Program  
For Netherlands Foreign Investment Agency 2015

Development Counsellors International (DCI) is pleased to present this letter of agreement with the Netherlands Foreign Investment Agency (NFIA) to promote the Netherlands as a strategic European investment location through an integrated marketing program for 2015.

The program covers January 1 - December 31, 2015. Under terms of our three-year agreement, the program will continue with the same scope until the program of work and allocation of fees and expenses budget for 2016 has been approved by NFIA in The Hague.

#### **OVERVIEW**

It promises to be a big year for NFIA North America in 2015 with the new "Invest in Holland" brand, new sector approach and the launch of an exciting new worldwide website. DCI recommends adopting a theme of "rolling out the orange carpet" during the year to underscore the warm welcome that North American investors find in the Netherlands.

#### **MARKETING PROGRAM**

##### **A. MEDIA RELATIONS**

DCI's media relations program for NFIA will encompass the following elements:

##### **North American News Bureau**

- Update key messages document for 2015, including succinct key message overview
- Write/adapt news items on ongoing basis
- Place 2-3 byline/thought leadership articles for target sectors
- Write 3-4 sector-focused news releases; distribute on PR Newswire

##### **Media Training**

- Conduct formal half-day media training session for Jan-Emile Rossum in DCI's New York office.

##### **Proactive/Reactive Pitching**

- Conduct editorial calendar review to pinpoint editorial opportunities
- Develop story ideas and proactively pitch to targeted media on regular basis
- Assist NFIA in responding to media inquiries.

- Arrange media interviews for executives/dignitaries traveling in U.S.
- Consider media blitz when news warrants

#### **Sector Press Trip**

- Organize one group sector press trip of 6-8 journalists. Sector to be discussed.
- DCI staff member will escort to enhance digital component by:
  - Posting real-time photos
  - Providing suggested tweets/consistent hashtag
- Includes all itinerary and logistics planning in conjunction with NFIA and partners

#### **B. SITE SELECTOR AND TAX ADVISOR OUTREACH**

DCI has close, working relationships with a broad range of location advisors, site selection consultants, real estate brokers and other influencers from firms such as Ernst & Young, McCallum-Sweeney, Hickey & Associates, CB Richard Ellis, Cushman & Wakefield, Ginovus, KPMG, WDG Consulting and Atlas Insight.

Although our relationships with tax advisors and tax attorneys are not as strong, we do believe that these are important influencers in the site selection process who NFIA should be courting and educating.

DCI would seek to build NFIA's relationships with these consultants through the following initiatives:

##### **Meetings & Networking Events**

- Arrange 10-15 face-to-face meetings for Jan-Emile van Rossum and Directors
- Explore small Orange Carpet networking events, such as luncheons and "Heineken Happy Hours" to present Invest in Holland message and enhance relationships.

##### **Hello from Holland E-Postcard**

- Distribute these short format e-postcards to site consultants as news warrants
- Investigate tailoring and sending to prospects by sector

##### **Special Focus on Tax Advisors**

- Build up database with help from NFIA
- Start following tax advisors on Twitter
- Arrange seminars at Dutch desks
- Explore NFIA presence at the Institute of Tax Professionals (ITP), especially the Credits & Incentives Symposium slated for October 3-6, 2015 in Austin, TX.
- Develop and conduct a "Invest in Holland" webinar aimed at tax advisors

#### **C. TRADE SHOWS**

In order to maximize NFIA's attendance and participation at targeted trade shows, DCI will work to schedule interviews with trade press attending the show; promote NFIA's presence at the show and benefits of investing in the Netherlands through social/digital media; schedule meetings with site selectors in the area; explore participation in panels or speaking opportunities and support any special events that NFIA may have planned at the following three shows:

- Northside Festival (June 8-14, Brooklyn)
- BIO International (June 15-19, Philadelphia)

- Institute of Food Technologists (July 11-14, Chicago)

#### **D. SOCIAL AND DIGITAL MEDIA**

Since DCI got engaged in NFIA's social and digital media programs there has been a dramatic increase in traffic to the website, followers and other key metrics. DCI will implement the following during this program year:

##### **Grow Digital Ambassadors Program**

- Create 3-4 Digital Ambassador posts per month
- Conduct quarterly research to identify/invite potential new Ambassadors
- Incorporate "live event prospecting" into NFIA events to recruit Ambassadors
- Engage Ambassadors to recruit more members/create original content

##### **Daily Tweets**

- Create a specific hashtag for our brand #investinholland
- Continue daily stream of interesting, graphically compelling tweets
- Continue to grow Jan-Emile van Rossum's presence on Twitter; consider video "chats"

##### **LinkedIn Account Management**

- Manage NFIA's LinkedIn company page (if approved by NFIA HQ)
- Manage the North American Dutch Professionals group page
- Monitor LinkedIn Groups; suggest engagement

##### **New Website Launch Promotion**

- Create content strategy to promote launch
- Develop weekly content to drive people back to the website, such as interesting, surprising or quirky fact about the Netherlands or "10 Misperceptions about Holland"
- Repurpose content for Digital Advocates
- Rebrand white papers as "orange papers" for download

##### **Invest in Holland E-Newsletter**

- Revamp Access the Netherland; rebrand as "Invest in Holland"
- Create all-new design/template and new content approach per Holistic Review recommendations.
- Distribute every other month
- Track performance and tweak

##### **Dashboard**

- Create simple, bi-monthly dashboard to track digital/social media impact
- Recommend actionable steps for improvement

#### **E. DIGITAL ADVERTISING**

DCI will continue NFIA's existing pay-per-click campaign, but augment the digital advertising program during 2015 with a CFO Daily News sponsorship and sector-specific digital advertising for six months following the launch of the new website:

##### **Pay-Per-Click Campaign**

- Continue pay-per-click campaign on Google AdWords and Bing:
  - Brand
  - Investment
  - Logistics

##### **CFO Daily News**

- Test "Exclusive Thought Leadership Sponsorship" in Q3 International Expansion e-newsletter
- Dovetail with website launch to draw attention
- Develop 3 "assets" – infographics, whitepapers, videos, infographics, etc. – carefully to drive traffic to specific pages

##### **Sector-Specific Advertising**

- Launch pay-per-click campaign in 5 key sectors to generate leads following launch of new website
- Test with 1-2 sectors to start and ramp up as effectiveness is proven

#### **SERVICE TEAM**

The NFIA service team will continue to consist of the following DCI staff:

- Daniel Curren, Senior Vice President
- Jordan Robinson, Account Director
- Susan Brake, Director of Digital Media
- Kelsey Fox, Account Executive
- Rebecca Gehman, Account Executive
- Hanna Porterfield, Assistant Account Executive
- Patience Fairbrother, Assistant Account Executive

This core team will be supported by other DCI staff with a variety of talents in graphic design, copywriting, research, digital media, special events and general marketing.

#### **MONTHLY REPORTING AND METRICS**

DCI will provide monthly activity reports which will capture all media results, event activities, pay-per-click results and social media progress during that time period. DCI will also maintain an ongoing media clippings report in a digital format. At the end of each year, we will provide a summary report and recommendations on moving forward.



#### **BUDGET, TERMS AND CONDITIONS**

Within Appendix A, we have provided a detailed budget outlining both the professional fees and estimated expenses associated with each element of the proposed program. The retainer fee will remain at \$25,000 per month. Additional projects will be estimated and approved in advance.

The estimated expenses involve some variation but represent our current estimates based on recent experience. DCI does not charge mark-up on any expenses, which are billed as they occur with proper documentation. Client payment is requested within 30 days of the invoice date.

At the end of each calendar year, we will work jointly with NFIA to submit a new program of work and corresponding budget. The program will continue under the same terms and conditions until the new program of work and allocation of fees and expenses budget is approved.

This agreement may be canceled by either party, NFIA or DCI, for any reason upon 90 days written notice to the other. NFIA agrees to avoid offering any full-time or contract positions to members of the DCI service team.

In addition, DCI agrees not to work with UK Trade & Investment or IDA Ireland on any of the marketing/media relations activities outlined above during this contract engagement with NFIA. Before entering into any marketing/media relations agreement with other potential NFIA competitors in the United Kingdom or Ireland (such as London Tech City), DCI will seek NFIA's permission in advance.

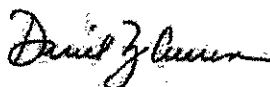
#### **CONFIDENTIALITY**

DCI will hold in strict confidence any knowledge gained through access to NFIA's Achilles system or other means.

#### **OFFER OF SERVICE**

The simplest way to accept this proposal is to sign below and email a scan of this page. All of us at DCI will take great pride in working with the NFIA team to help raise the Netherlands' profile in North America.

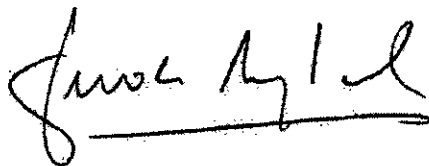
Sincerely yours,



Daniel Y. Curren  
Senior Vice President

Accepted By:

Jeroen C. M. Nijland  
Commissioner NFIA



3-23-2015

Name/Title

Date

**APPENDIX A****Netherland Foreign Investment Agency  
Integrated Marketing Program Budget 2015****Breakdown of Professional Fees**

<b>Marketing Activity</b>	<b>Budget</b>
<b>Media Relations</b>	<b>\$95,000</b>
News Bureau	
Media Training	
Proactive/Reactive Pitching	
2 Sector Press Trips	
<b>Site Selector and Tax Advisor Outreach</b>	<b>\$50,000</b>
Meeting and Networking Events	
Hello from Holland E-Newsletter	
Tax Advisor Focus, including webinar	
<b>Trade Shows</b>	<b>\$20,000</b>
Northside	
BTO 2015	
IFT	
<b>Social and Digital Media</b>	<b>\$104,000</b>
Digital Ambassadors	
Daily Tweets	
LinkedIn Accounts Management	
New Website Launch Content Strategy and Execution	
Invest in Holland E-Newsletter	
Dashboard	
<b>Digital Advertising</b>	<b>\$31,000</b>
Pay-Per-Click Campaign	
CFO Daily News Q3 Sponsorship	
Sector-Specific Advertising	
<b>TOTAL PROFESSIONAL FEES</b>	<b>\$300,000</b>

**APPENDIX B****Netherland Foreign Investment Agency  
Integrated Marketing Program Budget****Projected Expenses 2015<sup>1</sup>**

<b>Marketing Activity</b>	<b>Budget</b>
<b>Ongoing Communications Expense<sup>2</sup></b> Telephone, postage, misc. subway/taxi costs, etc. \$250/month x 12 months	<b>\$3,000</b>
<b>Media Relations</b>	
<b>PR Newswire Distributions</b> 4 x \$1,000 each	<b>\$4,000</b>
<b>1 Sector Press Trips</b> Airfare, lodging, meals, ground transportation \$3,000/person x 10 people per trip (Rough estimate)	<b>\$30,000</b>
<b>Site Selector and Tax Advisor Outreach</b>	<b>\$0</b>
<b>Trade Shows</b>	<b>\$0</b>
<b>Social and Digital Media</b>	
SocialToaster Monthly Maintenance Fee	<b>\$948</b>
Invest In Holland E-Newsletter Redesign	<b>\$3,750</b>
<b>Digital Advertising</b>	
Pay-Per-Click Campaign	<b>\$37,800</b>
CFO Daily News Q3 Sponsorship \$1,900 Insertion cost + \$2,250 for ad design	<b>\$4,150</b>
Sector-Specific Advertising \$3,000 x 6 months (July - December 2015)	<b>\$18,000</b>
<b>TOTAL ESTIMATED EXPENSES</b>	<b>\$131,648</b>

<sup>1</sup> Subject to approval by PAE (project approval email) signed by Jan-Emile van Rossum<sup>2</sup> Added to monthly retainer invoice